CENTRAL AND EASTERN EUROPE PUBLIC ADMINISTRATION ASSISTANCE
ROMANIA

FINAL REPORT

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ACRONYMS

AMRONET	American Romanian Network of USAID-Funded U.S. Study Tour Participants
CARL	Centrul de Asistenta Pentru Afaceri si Resurse Locale (Business Assistance and Local Resources Center)
CDC	Citizen Democracy Corps
CEEPAA	Central and Eastern Europe Public Administration Assistance project
CIC	Citizen Information Center
Habitat	United Nations Center for Human Settlements
IR	Intermediate result
LGA	Local Government Assistance project
LGU	Local government units
MIS	Management information systems
NA-CIC	National Association of Citizen Information Centers

EXECUTIVE SUMMARY

Over the past several years, Romania has made significant progress in building transparency in local government, developing citizen participation through a variety of models, improving customer service, developing competence in financial management and public administration, and facilitating local economic development. In 1996 the country elected a new national government that pledged support for rapid decentralization. Change did not take place immediately, but recently approved legislation will have an impact on local governments' ability to collect taxes, impose fees, and exercise greater financial autonomy. In addition, legislation is pending to change public administration and land reform laws.

USAID has provided support for local government reform in Romania over the past four years, strengthening the government's commitment to providing local governments with the technical assistance they need to assume these new responsibilities. An important step forward was taken in September 1995, when the Central and Eastern Europe Public Administration Assistance project (CEEPAA) began implementation. USAID/Romania worked with its partners to create a new result framework to meet strategic objective 2.3: More effective, responsive, and accountable local government.

Originally a two-year project, CEEPAA was extended to a third year in January 1998. Years 1 and 2 provided direct, intensive technical assistance to 10 local government units (LGUs) through short-term assistance in citizen participation, customer service and information, economic development, public management, and budget/finance. Year 3 extended earlier work by *wholesaling* best practices through a team of short-term expatriate advisors and Romanian counterparts trained in years 1 and 2.

During the project's three years, 176 municipal and county governments received training in at least one program component, most in three or more. The project, which trained 1,374 participants, produced all required deliverables and achieved significant results, exceeding USAID/Romania's R-4 framework targets.

Annex A of this report provides a strategic objective chart, while a chart of local government units appears in Annex B. A summary of activities in the project's five key cities is included in Annex C. Annex D provides a list of the consultants on the project as well as listings of the self-study guides and manuals produced under CEEPAA. Annex E contains a key city's sample training report produced by the project.

CEEPAA map
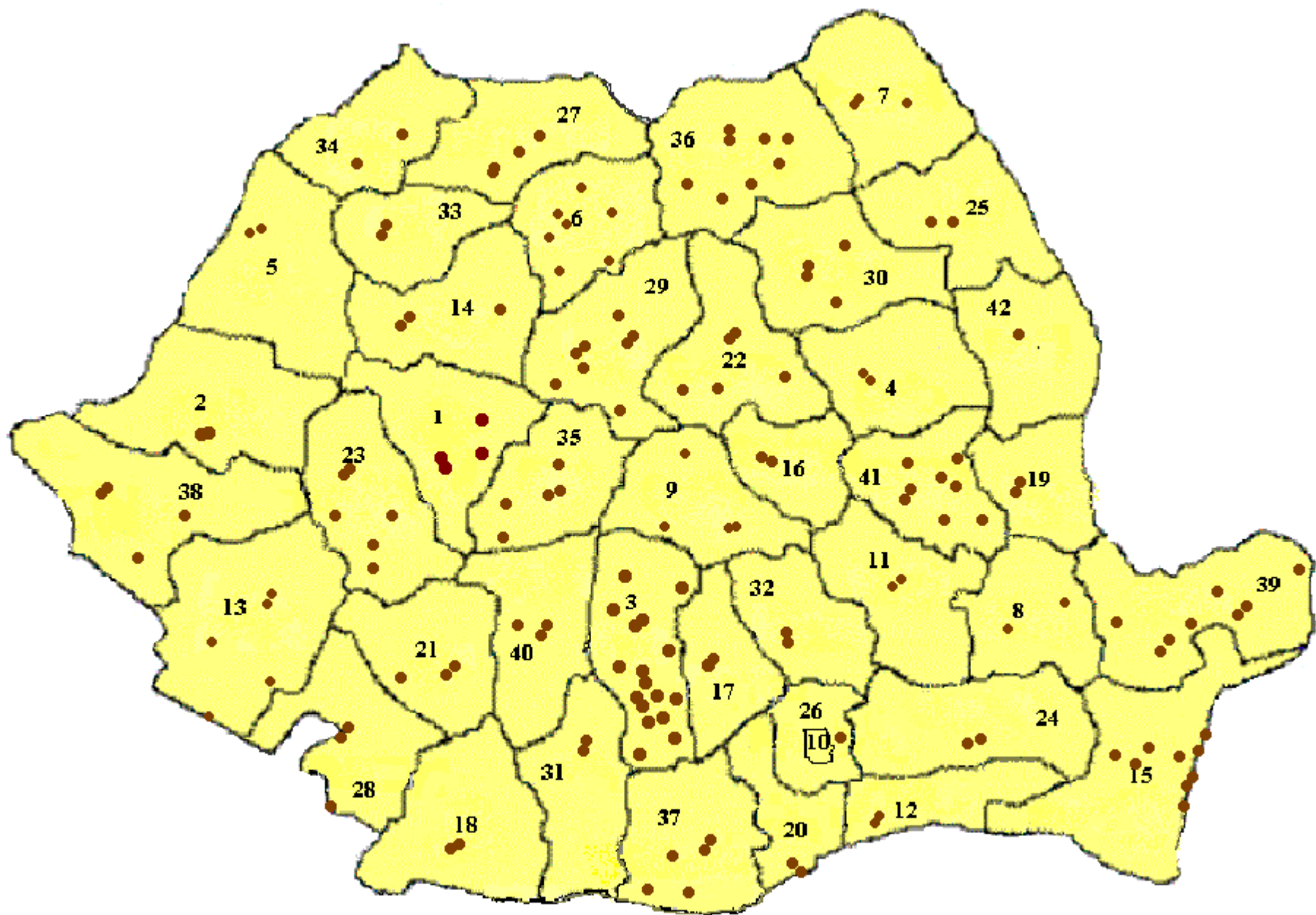
SECTION I

Project Objectives and Outcomes

Project Objectives and Outcomes

A. Project Objectives

This complex project was divided into two segments: *years 1 and 2,* which delivered intensive technical assistance to a limited number of local government units, and *year 3,* which built on the project's previous successes and lessons learned from models developed during CEEPAA's first two years. The primary objective remained the same throughout the project: to help build the capacity and competence of Romanian local governments and meet USAID/Romania's strategic objective 2.3. To summarize CEEPAA's implementation:

?   Years 1 and 2 called for collaboration with 10 local government units (LGUs) through a phased effort. During this period, Romanian LGUs benefitted from technical assistance in local economic development, public management, citizen participation, customer relations and information, and training and shared learning.

?   Year 3 focused on the wholesale replication of models developed during years 1 and 2 to assist Romanian local governments in building the capacity and skills needed to support anticipated decentralization. The project aimed for a seamless transition from the retail to the wholesale approach, relying on the assistance of local resources.

?   An emphasis on sustainable project results was a connecting thread between the two work plans and implementation during the project's three years.

B. Major Outcomes

CEEPAA began producing results early on, signaling that it would reach its goals and fulfill the purpose of strategic objective 2.3: More effective, responsive, and accountable local governments. As the effort moved into the mission's results framework and the identified intermediate result, IR 1, along with its appropriate sub-indicators, project outcomes were readily identified.

USAID/Romania SO 2.3 - Results Framework and CEEPAA

SO 2.3: More effective, responsive, and accountable local government

Indicator:	A survey.
Unit:	50 percent increase in citizen satisfaction, indicated by sampling client cities/counties.
Comments:	Surveys were conducted in Sibiu and Ialomita counties, and the cities of Baia Mare and Medias.
	USAID requested surveys outside the approved work plan to meet R-4 framework targets. The project carried out the requested surveys, which revealed high satisfaction levels and provided data that the mission called "interesting, useful, and somewhat surprising." Many citizens chose to sign the completed surveys and indicated their interest in participating in future efforts. According to the surveys, Citizen Information Centers (CICs) provide the most information to the public.

IR 1: Strengthening local government decision-making capacity

Unit: Program performance budgets.

Indicator: A budget process involving citizen participation and approved program budgets.

1996:	Planned: 2	Actual: 2
1997:	Planned: 4	Actual: 7
1998:	Planned: 8	Actual: 18*

*This number includes all LGUs that have introduced program budgeting principles into their budgeting processes, regardless of impact on budgeting in 1998 and 1999.

Comments: Despite the reluctance of some local officials to accept direct citizen participation in the budgeting process, public hearings were planned in Tirgu Mures, Sibiu, Ramnicu Valcea, Alexandria, Baia Mare, and Suceava; the hearings in Baia Mare and Alexandria were held immediately after the contract's completion. The project produced a user-friendly budget summary for the citizens of Ialomita County. During this period, the project disseminated 500 copies of the ICMA budget manual, prepared prior to the contract. The project carried out workshops in program budgeting and provided written materials to more than 80 LGUs.

IR 1.1: Improved capacity of local governments to budget

Indicator: Program budget, financial management, or computer-operated systems created or installed.

Unit: Budgeting systems.

1996:	Planned: 0	Actual: 8
1997:	Planned: 10	Actual: 14
1998:	Planned: 15	Actual: 25

Comments: CEEPAA's MIS assistant designed budget compilation and control software, which was provided to local governments along with technical assistance and installation software. The project also developed and disseminated a manual. Two LGUs used the CEEPAA-developed system as a basis for developing alternative systems, which were offered for dissemination under CEEPAA.

IR 1.2: Improved relations between local government and citizens

Indicator: Number of CIC users and measuring mechanisms to provide usable information to government and citizens.

Unit: Citizen use.

1996:   Planned: 0   Actual: 6,000
1997:   Planned: 12,000   Actual: 41,700
1998:   Planned: 24,000   Actual: 100,000 (low estimate)

Comments: Most CICs only record requests for information or service that require written follow up, and do not include on-the-spot assistance.

IR 1.2.1: Mechanisms to exchange ideas between citizens and government established

Indicator: Number of CICs organized, constructed, and in operation.
Unit: Number of CICs.

1996:   Planned: 0   Actual: 2
1997:   Planned: 5   Actual: 4
1998:   Planned: 7   Actual: 21, with 12 under construction

Comments: This activity has achieved complete sustainability through the CIC manual, local trainers and consultants, and the National Association of Citizen Information Centers (NA-CIC). CICs now provide models for the central government, ministries, nongovernmental agencies, and cities and institutions outside Romania including the Helsinki Convention, Danish Democracy Fund, and Republic of Moldova.

IR 1.3: Increased exchange of information among local governments

Indicator: Professional associations or informal networks of communication.
Unit: Associations formed and/or strengthened.

1996:   Planned: 0   Actual: 3
1997:   Planned: 3   Actual: 4
1998:   Planned: 5   Actual: 9

Comments: Project assistance included self-study materials on strategic planning and other strengthening mechanisms for the Federation of Municipalities and the Association of Judet Presidents. The project also distributed materials to the Association of Small Cities and Communes. In addition, CEEPAA worked to form the following entities: Economic Directors Association, Personnel Directors Association (currently in the formative stage), MIS Network, National Association of CICs, and AMRONET. The project also provided early assistance during the formation of the Association of Procurement Directors.

Activities and Achievements in Years 1 and 2

SECTION II

Activities and Achievements in Years 1 and 2

A. Overview of Year 1 and 2 Achievements

Project indicators for years 1 and 2 measured progress in increasing the capacity and competence of selected local governments in three out of four program areas: customer service/citizen information, citizen participation, economic development, and public management (training and shared learning constituted the project's fifth component). The indicators called for improving economic development in seven local governments, and enhancing public management, citizen participation, and customer relations/information in six local governments. The project met — and in most cases exceeded — these targets.

B. Activities and Achievements by Program Area

B1. Customer Service/Citizen Information

Defining the significance of customer service/citizen information in Romania came about through intensive discussions with elected and appointed officials in the original five target cities and counties. Local officials were aware of the need to increase transparency and citizens' access to information, but mechanisms for achieving this goal remained undefined. Ialomita county — where elected officials had observed an ombudsman-type program during a visit to England — was the most prepared to move forward.

Romania's first Citizen Information Center. Following meetings with the project's citizen participation and customer service advisors, an agreement was reached that laid the groundwork for Romania's first Citizen Information Center, in Ialomita. When completed, this center demonstrated democracy via a one-stop, transparent service center providing citizens with needed information and services, and served as a forum for citizens to express suggestions and complaints to elected officials. The Ialomita CIC, which opened in March 1996 to national attention, provided a model for other LGUs. Building on this success, the project developed and implemented Citizen Information Centers in Bucharest, Sibiu, Tirgu Mures, Oradea, and Sibiu county.

Other program component milestones included the establishment of CICNET, an information network that is now a model for similar networks in Oradea and Bistrit, and the formation of WEBTEAM, a council-recognized volunteer group that supports increased citizen access to information. In addition, the project increased publications for citizens and provided media relations training for council and staff in most project locations.

WEBTEAM. A group of high school students dedicated to helping citizens gain access to the electronic media, WEBTEAM was formed when elected officials in Ialomita asked the CEEPAA advisor for assistance in improving their Internet and computer skills. After a discussion on the merits of volunteerism and community service at a meeting with 18 students, the project reached an agreement with the teenagers to provide computer and Internet instruction to citizens during regularly scheduled hours in return for WEBTEAM's access to computer and Internet facilities. This energetic group of young people has contributed greatly to the community by providing instruction on Saturdays and Sundays, when adult citizens can visit the center. Two other CICs plan to add similar youth groups to their citizen activities.

Project publications for citizens included simple leaflets describing the functions of local government departments, how-to fliers on obtaining permits and licenses, and proto-type city newsletters. Cities and counties with CICs are currently sharing the leaflets and fliers, extending project benefits and avoiding

duplication of effort.

B2. Citizen Participation

The concept of citizen participation, initially difficult for Romanian LGUs to grasp, began to take root in the council-sanctioned citizen advisory committees in Pitesti, Oradea, Sibiu city and county, Ialomita, and Baia Mare, where the reception for change was most evident. Citizen committees were primarily limited to "soft" activities, such as theater festivals and Christmas fairs, but their work was successful enough to provide justification for expanding citizen involvement. The cities of Tirgu Mures and Slobozia also received project assistance in developing citizen participation, benefitting from workshops and informal guidance.

Citizen participation extended to economic development activities, in which citizen-based groups played an active role in identifying needs and developing strategic planning for change. The most dynamic of these citizen committees, which are discussed in greater detail below, were in the counties of Ialomita and Sibiu and the cities of Oradea and Pitesti. All committee members were trained in facilitation, allowing for continuation of activities after the project's economic development component was completed.

B3. Economic Development

As described in the delivery order, economic development under CEEPAA had three distinct elements: organization, planning, and implementation. Aided by an assessment at the beginning of the project, economic development assistance would be delivered to five target sites. The project design called for close attention to Romania's current legal framework and an understanding of the constraints posed by local governments' limited budgetary and technical capacity. Economic development, a major project component, would be difficult to address during implementation, given the high expectations of local governments, which tend to center on new job creation and Romanian-U.S. joint ventures.

Team members spend considerable time in meetings with key decision makers explaining what could be provided through available short-term assistance. Once an understanding was reached with these officials, department heads were encouraged to form citizen advisory committees, which included interested citizens and members of relevant nongovernmental organizations and institutions such as environmental agencies, the U.S. Peace Corps, and the tourism industry. The Main Street Program was carried out in the cities of Pitesti, Tirgu Mures, Sibiu, and Oradea, as well as Sibiu county.

As a result of these efforts, a number of organized groups were formed, including the Sibiu Tourism Development Committee, the Oradea Downtown Merchants Association, and the Pitesti Strategic Planning Committees. Each group has experienced a degree of frustration in continuing to move forward at the end of project assistance. However, the Sibiu Tourism Development Committee — which continued to meet with minimal assistance from other advisors — succeeded in organizing a tourism information center, scheduled to open in the near future. The Tourism Development Committee will advise the new center, staffed by county personnel.

Another notable achievement was the development of an excellent business marketing magazine, which was facilitated by assistance from the project's economic advisor working with the ADIAL Foundation. (This previously existing foundation was reinvigorated as the result of assistance from several CEEPAA consultants.) The marketing magazine, to be produced quarterly, publicizes Romania's economic stability and promotes foreign investment opportunities in the country; the magazine has already been replicated in Sibiu county. The two magazines are distributed through European chambers of commerce and lists developed through Internet sources and assistance from the project's economic development advisor.

Both magazines include a mention of USAID's role in their development.

The project's final economic development activity of year 2 was the creation of a manual on local economic development. Copies of the manual were distributed during a 26-person training-of-trainers seminar for representatives from cities and counties with economic development activities under CEEPAA. The activity trained economic and urban directors in facilitating local economic development planning meetings. After the completion of year 2 activities, approximately 25 more copies of the handbook were distributed to interested LGUs.

The impact of CEEPAA economic development activities has continued with the opening of a business center for Ialomita county in December 1998. The purpose of the Centrul de Asistenta pentru Afaceri si Resurse Locale (Business Assistance and Local Resources Center) — or CARL — is to provide existing small businesses with information and assistance for potential investors, as well as business support, including research, Internet, and fax services. As direct technical assistance to Ialomita county was completed more than a year ago, a Romanian consultant who participated in CEEPAA year 1 activities worked with the county to design the center. While EU-PHARE provided funds for the physical plant, USAID is credited in all literature promoting the center.

B4. Public Management

Under CEEPAA, public management activities were defined as any form of assistance provided to local governments to enhance capacity and competence. The project delivered demand-driven technical assistance to Ialomita, Pitesti, Oradea. Slobozia, Piatra Neamt, and Tirgu Mures. The assistance these locations received was based on the localities' expressed willingness to move forward with lessons learned. An initial review identified assistance needs in personnel planning, organizational development, competitive-bidding processes, solid waste privatization and the request-for-proposal process. While the project lacked the resources to provide in-depth instruction in all these areas in every location, team members made every effort to respond to all client assistance requests by providing materials to customers.

The first series of activities under the public management component consisted of four regional budget and finance workshops held in Pitesti, Slobozia, Baia Mare, and Sibiu in November 1997. The workshops were attended by decision-making elected and appointed officials from 31 cities and 31 *judets*. With a total of 102 participants, the workshops were the first step toward wholesaling information that had previously been available to only a small number of LGUs through CEEPAA and earlier USAID contracts. Each of the four initial locations would continue as a hub for sessions 2 and 3, held in year 3. One measurement of the workshops' success was the continuation of participant interest and availability for sessions 2 and 3.

B5. MIS Assistance

MIS assistance supported the project's public management component by implementing better procedures and more up-to-date technology to support local government units' budget, finance, and human service needs. Under this component, CEEPAA combined technical assistance with the delivery of software, computers, and printers to selected customers. The project conducted an assessment of MIS practices among LGUs and developed recommendations for improvements for the counties of Sibiu and Ialomita and the cities of Sibiu, Slobozia, Pitesti, and Piatra Neamt.

An implementation plan that the project customized for the six local governments was carried out in June 1996. The plans included activities in MIS applications transfer, database development training, technical

assistance in creating LANs, and assessment and redesign of information flow.

The project upgraded RAM memory in the counties of Ialomita and Sibiu and the cities of Sibiu and Pitesti. Under the project, a total of 10 computers and 2 laser printers were delivered to seven LGUs: Ialomita County Council, Slobozia City Hall, the city and county of Sibiu, Baia Mare City Hall, Tirgu Mures City Hall, and Pitesti City Hall. Software included Windows 95, Microsoft Office Professional Suite, LEGIS (a Romanian legal database), and the beginning of the contract-developed Budget Compilation Software.

In May 1997, the project organized a two-day workshop in Sibiu with participants from 10 LGUs, including decision makers and MIS specialists. The goal of the workshop was to disseminate useful MIS applications to LGUs, particularly those developed with USAID's assistance, including applications developed by ICMA and Chemonics. Workshop co-sponsors were the Soros Foundation and the Sibiu City Hall and Sibiu County Council, who all shared in the costs.

C. Organizational Assessment/Offices of President and Prime Minister

A short-term assignment to assess the organization of the offices of Romania's president and prime minister was added to the contract's scope of work in April 1997 in response to a request from USAID/Washington. A consultant made two visits to carry out the effort; working from the project office, the consultant reported directly to USAID/Romania during the second visit. The consultant, who met with high-level staff members of the president and prime minister's offices, developed recommendations on training, management skills, scheduling, and staff assignments.

As USAID did not request further assistance in this area, no follow-up activities were provided through the CEEPAA contract after the assignment's completion.

D. Training, Shared Learning, and Sustainability

The project took a cross-cutting approach to training, shared learning, and sustainability, with a variety of activities across project components. Year 1 and 2 training and sustainability efforts included the following activities:

? Replication and dissemination transformed CEEPAA's technical assistance and lessons learned into reality for LGUs beyond the target cities and counties. To encourage this process, the project developed letters of understanding and letters of agreement with customer LGUs to gain their commitment to share experiences and assist in information dissemination. Not every customer responded with total commitment, but most were willing to participate once they understood their role.

? The project organized a successful training-of-trainers session on budget assistance that led to a larger effort in year 3, described in Section III. The training assisted 22 Romanian local officials, elected and appointed, from 15 LGUs. The team provided additional training-of-trainers for experienced Citizen Information Center personnel, who would go on to become the backbone of this activity; team members also identified local officials who could cross train. Mayors and presidents were quick to understand the value and prestige their individual organizations gained through the training. Session participants went on to train colleagues within their own organizations and in neighboring local

governments.

?   With the establishment of AMRONET — the American-Romanian Network of USAID-Funded U.S. Study Tour Participants — elected and appointed officials throughout Romania began to exchange professional information, ensuring the sustainability of study tour participants' positive experiences in the United States. The organization's demonstration of the value of shared learning has led to significant benefits in Romania, a country with a history of discouraging information-sharing of any kind.

?   The project's MIS expert identified several MIS specialists from local governments, who received training-as-trainers assistance and played primary roles in the project's MIS workshop held in May 1997. One of these specialists also serves as a trainer with the Sibiu Regional Training Center — one of six such centers created by the Romanian government to train local government officials and employees — further increasing sustainability.

?   CEEPAA's economic development efforts were supported by the final training-of-trainers workshop on using the project's Economic Development Workbook, with lessons learned sustained through the project's links with U.S. Peace Corps volunteers.

Study tour. During years 1 and 2, the project organized a study tour for nine appointed and elected officials from the cities of Tirgu Mures, Oradea, Pitesti, and Ialomita county, providing participants with hands-on experience to supplement theory. This dynamic group quickly began to apply lessons learned: examples include a daily staff bulletin on Ialomita Council actions and activities, a new workflow plan for public works in Pitesti, and increased understanding of citizens' role in economic planning in Tirgu Mures.

Discussions on revenue enhancement and budgeting held during the study visit increased participants' understanding of these topics, increasing the effectiveness of the project's budget and finance workshops held in November 1997.

The project submitted a study tour report to USAID in spring 1997 with details of the study tour and a review of participant evaluations. It is noteworthy that study tour participants have continued in leadership roles both within their own communities and nationally. All nine officials have participated in AMRONET meetings, and four are active trainers.

SECTION III

Activities and Achievements in Year 3

Activities and Achievements in Year 3

A. Overview of Year 3 Achievements

Year 3 indicators were closely matched to USAID/Romania's results framework. All deliverables were met in this period and, in nearly all cases, substantially exceeded. A no-cost three-month extension at the end of the contract allowed for more workshops, training, and results than originally defined in the work plan.

In year 3 the project team focused on wholesaling and institutionalizing project results, which became common threads woven through each program component. The team worked to ensure that program areas complemented each other, with a stress on building on study tour experiences, sharing information between local government units, and expanding the number of experienced trainers.

Two training institutions, FDLSP and Opportunity Associates-Romania, served as project subcontractors and partners in year 3. The two institutions — together with the Regional Training Centers of Romania and student and faculty representatives from the Public Administration Faculty at the University of Bucharest — played a significant role in institutionalizing project results, with the project benefitting from the presence of multiple institutionalization partners.

The Regional Training Centers of Romania's interest in participation was an unexpected bonus for the project. Center representatives attended all project-sponsored workshops, and each center now has a complete set of training materials.

B. Activities and Achievements by Program Area

Year 3 program areas were local government budgeting and finance, public management, citizen information/customer service, citizen participation, and council training and association development. Training and shared learning increased in effort and impact during this period. Two U.S. study tours involved a total of 18 local government officials, while another 17 officials participated in third country study tours.

B1. Local Government Budgeting and Finance

In year 3 the project carried out a series of budget workshops for LGUs of various sizes throughout Romania. The workshops emphasized hands-on assistance in smaller clusters, resulting in the creation of actual budgets. The regional workshops and smaller cluster follow-ups focused on topics like revenue generation, addressed in IR 1.1 and an important issue during year 3.

The project's initial budget and finance workshops reached 63 LGUs, exceeding the target of 60. As a follow up, cluster workshops were held, in which a host-participant LGU would invite neighboring LGUs to participate in sessions for program budgeting implementation teams. During the last part of year 3 and the extension in January and February 1999, 15 cluster workshops were organized for implementation teams from more than 80 LGUs, including county councils, municipalities, and smaller towns. Four of the workshops were jointly organized with the Regional Training Centers. Citizen Democracy Corps (CDC) volunteers also become involved in follow-on activities in the project's final months. Four CDC volunteers — all professionals in accounting, budgeting, and related fields — have been assigned to the cities of Braila, Calarasi, and Brasov, and the counties of Braila, Calarasi, and Suceava. As a result of the assistance, actual program budgets have been developed — including many good examples of readable,

citizen-oriented documents — which have been disseminated to other agencies, institutions, ministries, and USAID.

The cluster workshops were designed to take participants from the broad-based concepts of the budgeting and finance workshops to developing actual budgets. Mission statements from participants who developed completed budgets — including the statement below from the county council president of Suceava — display a real understanding of the issues involved in presenting budgets to citizens.

A Sample Budget Statement
From a County Council President

The year 1998 is a critical one for achieving the strategic planning goals and objectives for the economic and social development of our county until the year 2000. We intend thus to focus on programs that are related to urban and land development, rehabilitation of infrastructure, especially roads, allocating for these types of activities around 40 percent of our county budget. [...] Given the austerity of our budget, we will also concentrate on maximizing revenues and reducing all non-cost-effective expenses. [...] We see this draft county budget as a strategic plan and as a commitment to our citizens...

Suceava County Council

During year 3 the project distributed hundreds of copies of self study and training materials, which have become an important resource for LGUs, the Federation of Municipalities, training institutions, and ministries. In addition, project staff disseminated 500 budget manuals that ICMA had prepared during an earlier USAID contract.

Revenue maximization and generation, an important theme during year 3, is an area that requires future assistance. Workshops addressed the issue in year 3, providing initial assistance to 37 LGUs and follow-on assistance to regional clusters. However, toward the end of the extension, a number of requests from local governments could not met due to a lack of time remaining in the contract. Clearly, ongoing support in this area will be critical to local governments in understanding and benefitting from recently approved legislation, which will have an impact on local governments' ability to collect taxes, impose fees, and exercise greater financial autonomy.

B2. Public Management

Year 3 project assistance in public management included training in evaluations, supervisory practices, and information systems for human resource management. The personnel and procurement training program followed the design in the project work plan, which specified needs assessments, training materials related to the actual needs of local governments, and three training sessions per project component, each lasting two days. The work plan's target was the participation of 30 local governments in personnel and procurement training and the development and dissemination of self study materials.

A thorough needs assessment in personnel/human resources identified numerous areas that merited attention. The assessment found that many local governments displayed a good grasp of basic human resource practices; however, many functions — including hiring, evaluations, and salary-setting — had been outside the scope of responsibility of local government until recently. The assessment identified a pressing need for improved supervisory practices in all local governments. In procurement, the assessment revealed good ethical standards, but found gaps in vendor list development, the application of MIS in procurement, and the basic procurement practices followed by smaller cities and communes.

Based on information from the assessments, project training provided an overview of personnel and procurement issues, with consultants' responding to the needs of individual participants during the training sessions. Training evaluations identified specific areas requiring follow up, provided by a short-term personnel/human resource specialist at the end of the project. In both procurement and human resources, project consultants provided training that responded to the needs of surveyed LGUs, increasing opportunities for shared best practices.

Project consultants prepared and distributed self-study materials that reached all participating LGUs and training institutions, as well as other LGUs on demand. Project consultants distributed approximately 75 self-study guides in Romanian and 8 in English. Again, targets were exceeded: the distribution target for the personnel guide was 30 guides, while 38 guides were actually distributed; the procurement guide target was 30, but 32 were distributed (IR 1.1). The project delivered organizational development assistance on a limited basis, again to cluster groups made up of former workshop participants (IR 1.1).

An important component of public management activities was developing MIS to support decision making. The project achieved significant success in this area through a comprehensive needs assessment and follow-up workshops. A total of 31 LGUs participated in 2 MIS workshops, more than double the target of 15.

The needs assessment revealed a lack of awareness among Romanian officials and professionals that effective use of MIS requires more than purchasing hardware and developing software. The workshops brought together Romanian decision makers and MIS professionals for the first time, helping bridge the gap between information technology and decision makers who need prompt, accurate management reports to improve decision making. The project's efforts in software development and installation provided further support for the budget and finance workshops and other project endeavors (IR 1.1).

B3. Citizen Information/Customer Service

Supported by strong local interest and Romanian professional assistance, Citizen Information Centers made impressive gains in continuing and expanding citizen information services during year 3. Shared experiences were the foundation for the increased activity, with hub cities and counties providing a base for cluster workshops through the use of Romanian trainers and the CIC manual. During year 3 customer interest and demand continued to climb, allowing the project to substantially exceed all expectations and targets. (IR 1.2)

During this time the project distributed a Citizen Information Center manual, co-authored by U.S. consultants and Romanian experts. The manual found wide acceptance, with approximately 120 Romanian and 25 English copies distributed throughout Romania and in other countries. Countries including the Republic of Moldova, Poland, and Greece, as well as organizations like the Helsinki Convention, the Danish Democracy Fund, and EU-PHARE have all requested the manual. In December 1998 Romanian President Constantinescu visited a USAID-funded CIC for the second time. During his visit, President Constantinescu proposed that CICs and Cotroceni Palace cooperate on developing a similar forum for the exchange of information between citizens and the government.

The National Association of Citizen Information Centers (NA-CIC) was created following a training event in April 1998 involving 57 elected and appointed officials. The meeting concluded with the election of the association's steering committee, which subsequently developed by-laws and held its first annual meeting to formalize the association. According to NA-CIC by-laws, the association will serve as a training organization, library, and venue for shared publications, ideas, and best practices.

Citizen Information Centers in Romania

Opened year 1-2

Ialomita County Council	Craiova: a joint venture
Sibiu County Council	Prefecture/County/City
Sibiu City Hall	Mangalia City Hall
Tirgu Mures City Hall	Slobozia City Hall
Bucharest City Hall	Braila County Council
Oradea City Hall	Orsova City Hall
	Hunedoara City Hall
Opened year 3	Mures County Council
	Medgidia City Hall
Aiud City Hall	Tulcea County Council
Constanta County Council	
Constanta City Hall	**Currently under construction**
Bistrita City Hall	
Beclean City Hall	Galati City Hall
Pitesti City Hall	Galati County Council
Prundu Bargaului Commune	Alexandria City Hall
Cristian Commune	Suceava County Council
Baia Mare City Hall	Tulcea City Hall
Hunedoara City Hall	Brasov City Hall
Nasaud City Hall	Sighisoara City Hall
Resita City Hall	Curtea de Arges City Hall
Teleorman County Council	Gura Humorului City Hall
	Vatra Dornei

In year 3 project consultants developed and expanded media relations training from year 1 and 2 activities, with the goal of identifying individuals with media relations or press relations expertise in each LGU. Many mayors and other key elected officials are reluctant to make such appointments. However, the project overcame this barrier by identifying 17 individuals within LGUs with the relevant expertise, all eligible for membership in AN-CIC according to its by-laws. A self-study guide, "Managing the Media," was distributed to all LGUs participating in AN-CIC.

The project included partners from nongovernmental organizations in training, publications, and CIC software databases. Shared experiences were created as councils offered to share software databases developed in-house with CICs; these databases include record-tracking, citizen requests, national and local information resources, lists of nongovernmental organizations, and other information. A number of LGUs carried out 2-5 day cross-training sessions with other LGUs. (IR 1.3)

While not in the work plan, a survey of citizen satisfaction is part of USAID/Romania's results framework. For this reason, team members conducted a sample survey in four locations: the cities of Baia Mare and Medias, and the counties of Ialomita and Sibiu. Baia Mare, Sibiu, and Ialomita had functioning Citizen Information Centers and pro-active leadership; Medias lacked a CIC, though it paid close attention

to citizen concerns and provided opportunities for input, particularly from senior citizens. The survey found generally high satisfaction levels in all four locations. In locations with functioning CICs, respondents indicated that much of their information on local government came directly from the CIC.

B4. Citizen Participation

Citizen participation was increased through the formation of citizen advisory committees, successfully established in about two-thirds of CICs founded in year 3. The project provided previously established CIC citizen advisory committees with limited technical assistance to review their activities and planning. In addition, the project consultant met with advisory committees with links to activities other than CICs to assist with forward planning.

With the project's assistance, public hearings on the budgeting process were held in two locations, with additional hearings planned. Perhaps the most difficult area in which to mark progress, these basic hearings mark a pivotal addition to the team's previous accomplishments. A self-study guide, "Public Hearings," was distributed to serve as a guide for follow-on work (IR 1.2).

Public hearings — and their role in the budgeting process — was an important part of the final series of the budget and finance workshops. Targeted exercises conducted during the workshops provided opportunities for participant discussions, increasing understanding of an activity that uniformly threatens elected officials when first discussed with them. Officials who have successfully carried out public hearings to support their budgeting process this year will participate in a training effort to be held next year.

WEBTEAM — a group of teenage computer volunteers recognized by the Ialomita County Council — has provided a model for other LGUs. The cities of Baia Mare and Tirgu Mures have expressed interest in developing similar groups to demonstrate volunteerism and encourage interaction with young people, the future leaders of cities. This citizen participation activity in Ialomita has successfully illustrated the value of volunteerism, demonstrated democratic principles, and involved young people in local government.

B5. Council Training

In year 3 the project team successfully completed council training with project partner FDLSP, working in close coordination with CEEPAA training coordinator and consultants. Using materials developed by the United Nations Center for Human Settlements (Habitat) and translated into Romanian with Romanian case studies, the project succeeded in increasing the leadership skills of elected officials.

The project substantially exceeded its goal to train leaders from 20 LGUs: 63 elected officials, representing 53 LGUs, completed the six-day training. In future training efforts, at least two elected officials should work together throughout the training to increase problem-solving and negotiating skills. (IR 1.3)

The lack of an appropriate site for a third country study tour to support customer service provided an opportunity for a study tour for six outstanding participants from this activity, along with a staff member from FDLSP and the project training coordinator. The study tour in Slovakia was a unique opportunity for participants to observe and question a council training activity that had been in place for several years. In addition to providing outstanding observations on the tour, study tour participants spent a day in a follow-up session developing specific recommendations on future training and material development.

The follow-up session reinforced an earlier recommendation: Each group participating in council training

sessions should meet two or three months after the session for one or two days for a follow-up and analysis of results and problems. Follow-up sessions should become part of any new activity.

B6. Association Strengthening and Development

In year 3 CEEPAA's association strengthening and development component shifted its focus from working with the existing Federation of Municipalities to creating new associations. The federation's continued reluctance to go beyond mere lip service to working constructively with the project had limited component achievements during years 1 and 2. However, project staff did make inroads in developing relationships with key federation staff, particularly with the federation's elected leadership. The project's goal of working with the federation on its strategic planning was not directly met, as team members determined that other donors provided this assistance. However, the federation director expressed a willingness to meet with the project's key consultant for input once they developed a draft plan.

Overall targets were met in this activity. Team members developed self-study materials, which were distributed along with materials from a U.S. study tour that supported the component. The project ensured that the English-language materials were translated and personally reviewed the materials with participants and other leaders who did not participate in the U.S. visit.

The project also delivered technical assistance to the following new associations to form and establish by-laws: the Economic Directors Association, the Association of Personnel Directors, the National Association of Citizen Information Center (NA-CIC), MIS Network, and the American-Romanian Network of Study Tour Participants (AMRONET). Each of these new associations is likely to require technical assistance on a declining basis for the next two to three years. The Economic Directors Association is under the umbrella of the Federation of Municipalities; the Association of Personnel Directors is expected to join the federation at a later date.

C. Economic Development in Year 3

Despite the discontinuation of the project's local economic development consultancy, progress in this area took place in year 3 in the counties of Ialomita and Sibiu. Building on a concept initially discussed at the beginning of CEEPAA and expanded on at the first AMRONET meeting, Ialomita county opened a state-of-the art business development center with USAID technical assistance, supported financially through a PHARE-FIDEL grant. Three short-term advisors assisted in this effort, which began in late 1995. The Centru de Asistenta in Afaceri si Resurse Locale — known as CARL — supports existing businesses with modern technology, database resources, and staff while marketing new business opportunities in the county. CARL is a model for LGU involvement in business development and merits consideration as a target for future technical assistance.

In Sibiu county, earlier work to establish a tourism development steering committee in response to city and county requests for assistance came to fruition with the opening of a tourism information center. The center serves tourists and tourism-related businesses that seek information and assistance.

D. Training, Shared Learning, and Sustainability

A focus on the sustainability of CEEPAA-delivered training, technical assistance, and programs was at the core of all work performed during year 3, as it was in years 1 and 2.

Project team members extended invitations to the Public Administration Department of the University of Bucharest and all Regional Training Centers for each major training event. In nearly every instance,

representatives of these institutions attended the events, providing valuable feedback and critical evaluation to the project.

The project distributed training materials, self-study guides, and related reports to the Federation of Municipalities and all seven Regional Training Centers, as well as to the training nongovernmental organization Opportunity Associates-Romania, the Partners-Romania for Local Development (formerly FDLSP), and World Learning. In addition, the project team responded to requests for information from USAID/Romania program officers and other USAID missions.

The project conducted an evaluation of training methods, preparation, and plans in Bucharest, with an emphasis on open discussions between local trainers — elected and appointed local government officials who train part time — and the project's expatriate and Romanian staff. Trainers participated actively in the evaluation, providing candid observations and valuable information to the project team. The evaluation team developed specific recommendations on logistical issues, trainers' wages and schedules, and required training in teaching technique and technical background. The information was incorporated into the training coordinator's program, providing lessons learned that help sustain program activities and improve practices.

One indication of the project's sustained results has been the spread of the Citizen Information Center concept to other countries. The CIC manual has been distributed to 12 nongovernmental organizations and other agencies in Romania and other countries, as well as to scores of Romanian LGUs. Newly formed associations have expressed strong interest in developing training capabilities within their own professional domain. We recommend that NA-CIC members carry out continued assistance to CICs, including service expansion, customer training, and implementation workshops.

One of the most important steps toward sustainability was the professional development of numerous Romanian staff, who greatly benefitted by representing the project through training, follow-up meetings, and material development. Their increased knowledge and skills has increased the pool technical expertise in Romania and will contribute to future local government unit development.

Exhibit III-1. SO/IR Chart

SECTION IV

Conclusions and Recommendations

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Conclusions and Recommendations

This successful local government assistance program increased in strength and ability to target assistance as it progressed in time. The project laid foundations with pilot cities and counties in the first two years that proved extremely valuable when it became time to wholesale activities in year 3. The project gained credibility early on and incorporated lessons learned into its program, making it relatively easy to attract large numbers of LGUs to CEEPAA activities and training.

Reliance on local staff. In addition to its contribution to project sustainability, CEEPAA's strong reliance on Romanian professional staff and local consultants and trainers helped convince our counterparts to take time from their jobs to attend training courses and seminars. Expatriate consultants learned the valuable lesson that Romanian trainers could get the job done, and technical information, appropriately developed, could be disseminated by our counterparts. Expatriates learned to take the "back seat" and leave the driving to the Romanians, increasing local capabilities and confidence.

Continued USAID assistance needed. Most of CEEPAA's program areas will continue to need USAID assistance in the future. Program budgeting for 1999 must carried out for cities, counties, and other institutions, but most are unprepared to carry out the job alone; they will need guidance in the form of follow-up workshops and cluster assistance. Revenue generation and maximization is critical in these difficult economic times, but local taxes, assessments, and collection are only words to most LGUs. Complex training programs need to be developed to assist them in this task.

Public management. Other public management program components also require continued assistance: Personnel directors need hiring and evaluation assistance, supervisor training, and MIS applications for human resources. Training in fair and effective procurement practices has only recently begun. The project received numerous organizational development requests regarding the use of personnel, handling paperwork, and other administrative matters for LGU managers and mayors.

Citizen participation. Citizen participation continues to be a difficult area to address. Local officials are often reluctant to involve the average citizen in LGU affairs, and training will need to continue. One possible model is to provide direct technical assistance to two or three LGUs that are willing to create citizen advisory committees on major issues, addressed through a series of meetings. Potential issues include a new stadium, street improvements, or other capital projects. By providing intensive assistance to select, train, and work with staff and citizens, the committees' work would provide models for other LGUs to see and copy.

Volunteerism. Volunteerism attracted the interest of almost every CEEPAA study tour participant, both as a way to stretch local budgets as well as a valuable citizen participation tool. Training in developing volunteerism to support city and county activities would be valuable.

Customer service and citizen information. While Citizen Information Centers are sustainable through the NA-CIC and the CIC manual, we recommend that periodic customer service training be continued. A second edition of the manual should be produced to recognize and promote best practices used by the broad variety of Citizen Information Centers that are located throughout the country. Media relations will continue to need assistance as media outlets strengthen and appointed and elected officials lose their ability to control press coverage.

Economic development. Economic development assistance continues to be needed at a basic level. Expectations are often unreasonable, an issue that needs to be addressed from the beginning. Nearly all

Romanian cities and counties express interest in developing tourism, but few could support tourist activity due to poor infrastructure and, in many cases, a lack of real tourism potential. This issue should be addressed in a realistic manner. In addition, earlier efforts to establish economic development foundations and organizations, community-wide committees, and downtown merchants associations should be revived.

Every town and city in Romania has its "day," usually a festival of some sort. Municipalities would benefit from the technical assistance from a seasoned festival director or manager as a consultant. In Romania it is unheard of for cities to develop revenue from these "days," and the concept of attracting tourists or visitors from neighboring communities is relatively unexplored.

Association strengthening and development. Many new associations have been established recently, indicating a strong interest on the part of professionals to expand their knowledge, linkages, and strength. Continued assistance should be offered to other professional groups while supporting fledgling organizations that will need logistical and technical assistance on a declining basis for the next two to three years. We recommend that selected associations serve as training organizations following participation in training-of-trainer courses through USAID contractors.

Study tours. While those who received computer software and hardware were certainly appreciative and to our knowledge have put them to good use, local governments that need computers can usually purchase them. On the other hand, elected and appointed officials who would benefit from a U.S. or third country study tour are often not able to do so. We recommend that as much money and effort as possible be allocated to expanding the number of local government officials who can take advantage of the incomparable learning experience offered by a U.S. participatory visit. Study tours should expand on project activities, with accompanying study tour coordinators that are thoroughly familiar with the work plan and how the tour fits in. Participants, selected well in advance, should be required to attend a series of pre-departure events that include a planning component as well as preparations for travel.

Citizen satisfaction surveys. Since citizen satisfaction surveys are a part of the mission's R4 framework, we recommend that planning for the surveys be part of future work plans and include appropriate staffing to obtain valid, significant information.

LGA advisory committee. Finally, we believe that valuable lessons in citizen participation could be learned by forming an advisory committee for the Local Government Assistance project. A competitive atmosphere could be established prior to committee member selection, with selection based on established criteria. Members would become advisors to the project; the committee would not alter the work plan or contract in any way, but serve as a model for constructive relationships between city and county councils and advising boards and commissions.

ANNEX A

Strategic Objective Chart

SO 2.3: Aimed towards more effective, responsive and accountable local government

IR 1. Strengthened local government decision making policy

Activity	Deliverables	Actuals
IR 1.1 - Improved capacity of local governments to manage resources		
A. Prepare and conduct budget/finance workshops Session #2, #3. Follow-up program budgeting implementation.	4 workshops x 3 sessions with 60 LGUs each session. Additional activity not in work plan.	4 workshops (3 sessions each) with 63 LGUs each session. Participants included University of Bucharest and RTC representatives. 15 clusters, which include 87 LGU implementation teams. 18 LGUs have implemented concepts of program budgeting in their actual budget processes.

B. Personnel training		
Systems evaluation and development of best practice materials.	Needs assessment and preparation of materials and training plan.	Needs assessment completed. Training materials prepared.
Workshops/training.	3, 2-day workshops w/30 LGUs.	3, 2-day workshops w/38 LGUs.
Development of self-study materials.	Develop self-study materials.	3 self-study guides developed.
Follow-on cluster workshops.	Additional activity not in work plan.	4 cluster workshops conducted on request of participants at May personnel workshops.
C. Procurement training		
Systems evaluation and development of best practice materials.	Needs assessment and preparation of materials and training plan.	Needs assessment completed. Training materials prepared.
Workshops/training.	3, 2-day workshops with a total of 30 LGUs.	3, 2-day workshops with a total of 32 LGUs.
Self-study materials.	Prepare self-study materials.	3 self-study materials and workshop manual produced and distributed to LGUs and other institutions.

D. Needs assessment: revenue generation		
Needs assessment.	Conduct needs assessment.	Needs assessment completed.
Conduct 4 regional workshops: tax assessment and revenue generation.	Hold 4 regional workshops.	4 workshops held with 68 participants from 37 LGUs and representatives from 3 Regional Training Centers.
Follow-on cluster workshops held.	Additional activity not in work plan.	6 cluster workshops.
Self-study and best practice materials.	Develop materials.	2 manuals + 1 follow-up manual + 1 self-study guide on presentations developed and disseminated.

E. MIS to support decision making		
Budget-related MIS applications presented in session #3 of workshops.	Hold presentations.	Budget software developed and presented to 63 LGUs at session #3.
MIS needs assessment.	Produce assessment.	Assessment produced and used for forward planning and action.
MIS workshop.	Hold workshop with 15 LGUs.	2, 2-day workshops held. Participants included representatives from 31 LGUs, doubling target. Participants also included central government representatives and Regional Training Center representatives.
Training at local level in software design and application.	Provide technical assistance.	11 LGUs have received technical assistance in software design and application.
Develop how-to materials.	Develop how-to materials.	Budget software user manual written and delivered to 23 LGUs.
Conduct model workshop for design of information systems and applications.	Additional activity not in the work plan.	Workshop on human resource information systems held with 9 LGUs attending. Findings disseminated to 34 members of local government MIS network..

F. LGU organizational training As needed and identified.	Provide technical assistance to customer LGUs and other institutions.	Ongoing assistance provided by all consultants when in the field and responding to questions and needs of customers. Special organizational development assistance was provided to 4 LGUs. In addition, assistance in business planning and marketing was given to Opportunity Associates of Romania and offered to FDLSP.
G. Third country training Selection of site, program and participants. Conduct pre-departure orientation and study guides for trip.	Conduct training and develop related how-to materials.	8 Participants visited Slovakia to review best practices related to budget/finance, meeting with economic directors, mayors, and USAID local government project.

IR 1.2: Improved relations between citizens and local government		
A. New CICs & capacity development		
Developing of training materials.	Complete training materials.	Training materials completed for implementation of CICs.
Execution of workshops.	Hold 5 workshops.	16 workshops held, early triple expected. Attendees included over 200 elected and/or appointed officials from approximately 90 LGUs.
Limited technical assistance for service expansion	Provide technical assistance.	Assistance provided to Ialomita Webteam, Baia Mare customer service expansion, Pitesti exchange with Sibiu for improved services, and tourism information component in Sibiu County.
Development of CIC network.	Establish CIC network.	NA-CIC formalizes with 40 participants at official first annual meeting. NA-CIC will register with appropriate ministry to become NGO with training and networking as primary components.
Implementation of new CICs.	Establish 12 new CICs.	21 CICs opened during year 3, and 12 under way.

B. Citizen participation		
Needs assessment.	Needs assessment completed.	Needs assessment completed and plan developed.
Implementation of plan.	8 functioning advisory boards established in year 3.	8 functioning advisory boards established for new CICs.

Limited technical assistance provided to existing citizen advisory boards in Baia Mare, Ialomita, Sibiu County, and Pitesti. |
Development of how-to materials.	Development of materials.	The following materials were developed and distributed through LGUs and Federation of Municipalities and RTCs: "First Impressions, You Only Get One Chance," "Communications: Managing the Media and Other Ways to Reach the Citizen," and "Public Hearings."
Citizen satisfaction survey	Additional activity not in the work plan	Assisted 4 LGUs in planning surveys. 4 surveys conducted to date.
Conduct workshops on citizen participation.	Additional activity not in the work plan	2 workshops held with 26 LGUs attending. Workshop manual developed by local staff and consultants.
C. Outreach/media and customer service training

Development of training materials and planning of workshops.

Follow up. | Develop materials and set two regional workshops.

Identify 12 LGU media relations people.

Provide ongoing technical assistance | Regional workshops held in customer service in Baia Mare and Paltinis.

20 LGUs identified media relations person for participation in workshops.

Assistance provided throughout contract period. |

D. CIC manual Research/writing/production. Distribution of manual.	Write manual. Distribute manual to 50 LGUs.	Manual written with Romanian counterparts. Manual distributed to 70 LGUs and many other domestic and foreign organizations.
E. Third country training Select site and participants and conduct training.	Conduct training.	Alternate training area selected when choices for study visits had lower performance than in Romania. See Council Training and Association Development.

IR 1.3: Increased exchange of ideas among local governments		
A. Organizational development and strengthening of Federation of Municipalities/Association of Small Cities		
Organizational assessment and plan developed.	Complete plan.	Plan completed.
Execution of plan through seminars in support of needs.	Hold seminars.	Small group meetings held. Meeting with Steering Committee of Federation regarding development of Strategic Plan. Three meetings held with director and assistant at Federation of Municipalities. Provision of all training materials to federation, Judete Council President Association, vice president of Small Cities Association, Public Administration Department, National School of Political Studies and Public Administration.
Third country tour to regional association meeting in Sophia.	Additional activity not in the work plan.	Vice president of Federation of Municipalities and two other elected officials escorted by consultant to attend USAID-sponsored regional meeting. Lessons shared with Steering Committee of federation and all materials translated and distributed to Steering Committee and leadership of other associations.

B. Professional networks/associations developed Assessment of existing professional groups and determination of need and interest in local professionals. Assistance to specific professional groups, assisting with by-laws and organizational procedures. Creation of how-to manual (self-study guide).	Perform organization assessment. Form 3 professional groups. Develop how-to manual.	Implementation plan developed based on assessment. Assisted in the formation of the Association of Economic Directors, Personnel Directors Association (under Federation umbrella), NA-CIC (National Association of CICs), AMRONET and MIS Network. 3 manuals written and disseminated through new organizations, other customer LGUs, and Federation of Municipalities. Included: "Sofia Conference on Strengthening Democratic Governance through Associations."
C. Council training Review of FDLSP materials and assistance in selection of participants. Council training occurs. Follow-up assistance provided. Third country study tour in support of council training and expanding trainer pool is set.	20 LGUs receive training. Follow-up. Not in work plan as council training activity. Approved by USAID/Romania.	63 persons representing 53 LGUs received complete 6-day training. Council training study tour occurred. Six participants and training coordinator and FDLSP partner visit Slovakia to review successful council training program there. Recommendations are made to USAID for future training.

D. Institutional development of local partners General and specific business assistance to FDLSP and other identified partners.	Enhance FDLSP capacities.	FDLSP did not express a desire for assistance, primarily due to a heavy schedule of principals of organization. Assistance was provided to Opportunity Associates in marketing and business planning.
Provide institutional assistance to Regional Training Centers for local elected and appointed officials.	Additional activity not in the work plan.	6 RTCs received all training materials developed by CEEPAA. Several workshops were organized in common with the RTCs, to promote their name among Romanian LGUs.
E. Study tour for mayors Selection and preparation of participants. Detailed planning and materials preparation in support of upcoming trip.		Completed.
Completion of study tour.	Conduct study tour.	Completed with appropriate follow-up, ongoing contacts with League of California Cities, establishment of "Sister County" relationship between Constanta and Sacramento, California, materials that were collected on study tour translated and distributed. Addition follow-up through membership in AMRONET.

F. Study tour for elected and appointed officials		
Selection and preparation of participants. Detailed planning and materials preparation in support of upcoming trip.		Completed.
Completion of study tour.	Conduct study tour.	Completed study tour. Participants meet to review materials and share ideas for follow-on. All participants attend AMRONET meeting and prepare program for other attendees. Information exchange continues. Additional follow-up has included information gathering on volunteer programs, increased willingness for involvement in citizen participation activities, and ability to understand local revenue-generation techniques.

A N N E X B

Local Government Unit Chart

Local Government Unit Chart

Romanian LGUs that received USAID-funded assistance through Chemonics, 1996-1998

County name	LGU	Field of assistance
Alba	Alba County Council	Budget/Finance; Personnel; Council Training
	Alba Iulia City	Budget/Finance; Procurement
	Blaj City	Customer Service
	Aiud City	Council Training; Customer Service
Arad	Arad County Council	Budget/Finance
	Arad City	Budget/Finance; Council Training; Third Country Study Tour
Arges	Pitesti City	Budget/Finance; Customer Service Personnel; MIS; Council Training; US Study-Tour; Procurement; Economic Development; Citizen Participation
	Arges County Council	Budget/Finance; Personnel; Council Training; Customer Service
	Rucar Commune	US Study-tour; Association Development; Personnel; Customer Service
	Campulung City	Council Training; Customer Service
	Albota Commune	Personnel
	Mozaceni Commune	Personnel
	Negrasi Commune	Personnel
	Rociu Commune	Personnel
	Stefanesti Commune	Customer Service
	Colibasi City	Customer Service
	Davidesti Commune	Customer Service
	Suseni Commune	Customer Service
	Babana Commune	Customer Service
	Maracineni	Customer Service
	Costesti	Customer Service
	Topoloveni Commune	Customer Service
	Curtea de Arges City	Budget/Finance; Personnel; Customer Service
Bacau	Bacau County Council	Budget/Finance; Personnel
	Bacau City	Budget/Finance

Bihor	Oradea City	MIS; Budget/Finance; Customer Service; Third Country Study Tour; Economic Development; Citizen Participation
	Bihor County Council	Budget/Finance; Customer Service
Bistrita Nasaud	Bistrita City	Customer Service; MIS; Budget/Finance; Procurement; Council Training; Third Country Study Tour; US Study Tour
	Beclean City	Customer Service; MIS
	Sangeorz-Bai City	Customer Service
	Nasaud City	Customer Service; MIS
	Prundu-Bargaului Commune	Customer Service; MIS
	Livezile Commune	Customer Service
	Bistrita-Nasaud County Council	Personnel; Budget/Finance; Procurement
Botosani	Botosani County Council	Budget/Finance; MIS; Personnel
	Dorohoi City	Budget/Finance; MIS
	Botosani City	Budget/Finance; MIS; Council Training
Braila	Braila County Council	Budget/Finance; MIS; Council Training; Customer Service
	Tichilesti Commune	Personnel
Brasov	Brasov City	Budget/Finance; MIS; Personnel; Procurement; Procurement
	Brasov County Council	Budget/Finance; MIS; Personnel; Procurement; Council Training
	Cincu Commune	Council Training
	Cata Commune	Council Training
Bucuresti	Bucuresti General City Hall	MIS; Personnel; Customer Service
	District 6 City Hall	Personnel; Budget/Finance; Procurement
	District1 City Hall	Council Training
Buzau	Buzau County Council	MIS; Personnel; Council Training; Budget/Finance
	Buzau City	Budget/Finance
Calarasi	Calarasi County Council	Budget/Finance; MIS; Personnel; Procurement; Council Training
	Calarasi City	Budget/Finance; MIS; Procurement; Council Training
Caras Severin	Resita City	Customer Service; Budget/Finance; MIS; US Study Tour
	Bocsa City	Budget/Finance
	Caras Severin County	Budget/Finance
	Oravita City	Customer Service
	Caransebes City	Customer Service

Cluj	Cluj County Council	Budget/Finance; Personnel
	Cluj Napoca City	Budget/Finance; MIS; Third Country Study Tour
	Dej City	Council Training; US Study Tour
Constanta	Constanta County Council	Customer Service; Budget/Finance; Personnel; Procurement; MIS; US Study Tour
	Navodari City	Budget/Finance; Personnel
	Mangalia City	Budget/Finance; Customer Service; Personnel
	Cernavoda City	Budget/Finance; Association Development
	Medgidia City	Council Training; Customer Service
	Constanta City	Budget/Finance, Customer Service; Personnel
	Eforie City	Customer Service
	Negru-Voda Commune	Customer Service
	Basarabi Commune	Customer Service
Covasna	Covasna County Council	Budget/Finance; Personnel
	Sf. Gheorghe City	Budget/Finance; MIS
Dambovita	Dambovita County Council	Budget/Finance; Personnel
	Targoviste City	Budget/Finance
Dolj	Dolj County Council	Budget/Finance; Personnel; MIS; Customer Service; Council Training
	Craiova City	Budget/Finance; Personnel; MIS; Customer Service; Association Development; Procurement; Third Country Study Tour
Galati	Galati County Council	Budget/Finance; MIS; Personnel; Procurement; Customer Service
	Galati City	Budget/Finance; MIS
Giurgiu	Giurgiu County Council	Personnel; Budget/Finance; Procurement
	Giurgiu City	Budget/Finance
Gorj	Tg. Jiu City	Budget/Finance; MIS; Association Development
	Gorj County Council	Budget/Finance
	Tg. Carbunesti	Budget/Finance; Council Training; Third Country Study Tour
Harghita	Harghita County Council	Budget/Finance; Personnel; Procurement; MIS; Council Training
	Miercurea-Ciuc City	Budget/Finance; Procurement; Council Training; Personnel
	Odorheiu Secuiesc City	Council Training; Personnel
	Sanmartin Commune	Council Training

	Borsec City	Council Training; Third Country Study Tour
Hunedoara	Hunedoara County Council	Budget/Finance; Personnel; Procurement; Council Training
	Orastie City	Council Training
	Deva City	Budget/Finance; MIS
	Hunedoara City	Customer Service
	Hateg City	Customer Service
	Petrosani City	Third Country Study Tour
Ialomita	Ialomita County Council	Budget/Finance; Customer Service; Citizen Participation; MIS; Association Development; Economic Development; Personnel; Council Training
	Slobozia City	MIS; Budget/Finance; Citizen Participation
Iasi	Iasi County Council	Budget/Finance; MIS; Council Training
	Iasi City	Budget/Finance; Third Country Study Tour
Ilfov	Ilfov County Council	Personnel; MIS; Procurement; Council Training; Budget/Finance
Maramures	Maramures County Council	Budget/Finance; Personnel; Procurement
	Baia Mare City	Budget/Finance; Customer Service; Association Development; Procurement; MIS; Council Training; Third Country Study Tour; US Study Tour; Economic Development; Citizen Participation
	Sighetul Marmatiei City	Council Training; Budget/Finance
	Cavnic City	Budget/Finance
Mehedinti	Mehedinti County Council	Budget/Finance; Personnel; Procurement
	Orsova City	Budget/Finance; MIS; Association Development; Council Training
	Dr. Tr. Severin City	Budget/Finance; Customer Service
Mures	Tg. Mures City	Budget/Finance; Customer Service; MIS; Personnel; Council Training; Economic Development; Citizen Participation
	Mures County Council	Budget/Finance; Customer Service; MIS; Procurement; Council Training; Personnel
	Sighisoara City	Budget/Finance; Customer Service; MIS; Council Training
	Tarnaveni City	Budget/Finance
	Iernut City	Budget/Finance

	Reghin City	Budget/Finance
	Sovata City	Budget/Finance
	Ludus City	Budget/Finance
Neamt	Piatra Neamt City	MIS; Budget/Finance
	Roman City	Council Training
	Neamt County Council	Budget/Finance; Council Training; Third Country Study Tour
	Tg. Neamt City	Budget/Finance; MIS
Olt	Slatina City	Budget/Finance
	Olt County Council	Budget/Finance; Procurement
Prahova	Prahova County Council	MIS; Personnel; Budget/Finance; Procurement
	Ploiesti City	Budget/Finance; Council Training
Salaj	Salaj County Council	Budget/Finance; Council Training
	Zalau City	Budget/Finance; Procurement; MIS; Customer Service
Satu-Mare	Satu-Mare County Council	Budget/Finance; Council Training
	Negresti-Oas Commune	Council Training
Sibiu	Sibiu County Council	Budget/Finance; MIS; Customer Service; Association Development; Personnel; Procurement; Citizen Participation
	Medias City	Personnel; Budget/Finance; US Study Tour
	Sibiu City	Budget/Finance; MIS; Customer Service; Association Development; Personnel; Council Training; Economic Development; Citizen Participation
	Cristianu Commune	Customer Service; MIS; Personnel
Suceava	Suceava County Council	Budget/Finance; MIS; Customer Service; Association Development; Procurement
	Suceava City	Budget/Finance; MIS; Association Development; Personnel; Customer Service
	Radauti City	Budget/Finance; Customer Service
	Vatra Dornei City	Customer Service
	Solca Commune	Customer Service
	Campulung Muscel	Customer Service
	Gura Humorului	Customer Service
	Siret City	Customer Service

Teleorman	Teleorman County Council	Budget/Finance; Council Training; Customer Service
	Alexandria City	Budget/Finance; Customer Service; Citizen Participation, MIS, Personnel; Council Training; US Study Tour
	Rosiorii de Vede	Customer Service; Budget/Finance
	Turnu Magurele City	Customer Service; Budget/Finance
	Videle City	Customer Service; Budget/Finance
Timis	Timis County Council	Budget/ Finance; MIS; Council Training
	Lugoj City	Personnel; Council Training
	Timisoara City	Budget/Finance; Personnel; Procurement; Third Country Study Tour
	Sinmihaiul Roman Commune	Council Training
Tulcea	Tulcea County Council	Budget/Finance; MIS; Association Development; Personnel; Customer Service; US Study Tour
	Tulcea City	Budget/Finance; MIS; Association Development; Customer Service; US Study Tour
	Topolog Commune	Customer Service
	Babadag City	Customer Service
	Jurliovca Commune	Customer Service
	Mahmudia Commune	Customer Service
	Macin City	Customer Service
	Iasccea City	Customer Service
Valcea	Ramnicu-Valcea City	MIS; Personnel; Budget/Finance; Council Training; Customer Service; Third Country Study Tour; US Study Tour
	Valcea County Council	Budget/Finance; Personnel; Procurement; Council Training
	Dragasani City	Council Training
Vaslui	Vaslui County Council	Budget/Finance; Council Training;
	Vaslui City	Budget/Finance
	Barlad City	Customer Service; US Study Tour
	Murgeni Commune	Customer Service
	Puiesti Commune	Customer Service
	Negresti Commune	Customer Service
	Ivesti Commune	Customer Service
	Perieni Commune	Customer Service

| Vrancea | Focsani City | Budget/Finance; Procurement; Council Training; Third Country Study Tour |

Note: For the purpose of this report, we used the generic term *city* to designate LGUs that are actually municipalities, cities, and towns of various sizes.

ANNEX C

Summary of Activities in Five Key Cities

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Summary of Activities in 5 Key Cities

A. County and City of Sibiu: Summary of USAID-Funded Activities

1. Assistance in the development and opening of the Citizen Information Centers both at the County Council and City Hall.

2. Intensive training and assistance for development of Citizen Information Centers (CIC) and Citizen Advisory Board.

3. Assistance in conducting the survey related to the LGU-citizen relationships.

4. Strong cooperation with CIC staff in assisting and training other CIC staff from the country.

5. Local trainers and consultants were prepared at the Training of Trainers Workshop organized and conducted by Chemonics. Two key local trainers, county economic director Stela Stretean, and MIS department head Adi Bucura, have served successfully as trainers numerous workshops.

6. U.S. study tour for mayor and key staff members.

7. Series of workshops on MIS:

   a) Budget/finance
   b) Personnel follow-up
   c) CIC development training was conducted with county and city help

8. Key elected and appointed officials participated in the following workshops:

   a) Council training
   b) Revenue maximization
   c) Procurement
   d) Personnel

9. Cooperation with the department directors and heads in conducting the need assessments.

10. Sibiu County and City Tourism Program developed.

11. Assistance with the creation of four project committees for the tourism industry: The Main Street and Downtown Development, Training, Recreational and Health Tourism, and Marketing Committees. These four committees are part of the Tourism Strategic Planning Committee which will be part of a Euro Regions network of the European Community.

12. Tourism Survey conducted.

13. Workshop conducted and the Economic Development Self Study Guide Workbook delivered.

14. Marketing Magazine produced with technical assistance from CEEPAA.

15. Two computers were donated to both City and County Council and RAM memory upgraded.

16. Assessment of MIS practices and recommendations for improving them made to both county and city. Implementation of a four-month customized MIS plan.

17. Window 95, Microsoft Office Professional suite for Windows 95 and LEGIS software package with Romanian legal acts were provided.

B. Oradea City: Summary of USAID-Funded Activities

1. Public Administration Evaluation.

   Summary Report of First Visits to Romania and Proposed Work Plan – Financial & Economic Development Assessments
   Memorandum of Cooperation.

2. Oradea Projects – Needs Assessments.

3. Participation by key officials and employees in the following regional workshops:

   a) Budget and Finance
   b) Revenue Maximization
   c) Procurement
   d) Personnel
   e) Council Training
   b)   MIS

4. Assistance in creation and implementation of a Citizen Information Center with assistance in design, staffing, publicity and ongoing evaluation of activities.

5. Developed an opportunity to provide consultancy on formation of an Advisory Board for the new Citizen Information Center through training programs.

6. Training provided to a large number of City Staff employees, merchants, business, artists and others related to developing a strategic plan for the economic development in general and for the Main Street and Down Town Development.

7. Assistance in formation of the Merchants Association and Business Committee of Republic Street which later on fused into the Economic Development Committee.

8. Assistance in preparing the Republic Street Business Attitude Survey.

9. Delivery and discussion with organized committees the Economic Development Self Study Guide, "Strategic Planning and Private/Public Partnerships".

10. Training of Trainers program for one City staff employee.

11. U.S. study tour for mayor and key staff members.

12. Slovakia Third Study Tour related to the professional associations for the economic director.

13.   Assessment of MIS practices and recommendations for improvement. Implementation Plan for jump-starting MIS activities includes transferring MIS applications such as databases with building permits, vital statistics, local council decisions, budget and finance software developed by ICMA and training to effectively utilize software.

C. Piatra Neamt City: Summary of USAID-Funded Activities

1.   Initial Trips to Piatra Neamt

        Economic Development Need Assessments
        Public Administration Evaluation
        Meetings with NGOs to discuss citizen participation

2.   Economic Development Needs Assessment.

        Memorandum of Cooperation
        Evaluation and Recommendations for Organizational Improvements
        Participation by key officials and employees in the following activities

        a) Budget and Finance workshops
        b) U.S. study tours for mayor and key staff.
        c) Windows 95 and Microsoft Office Professional suite for Windows 95 provided

3.   MIS Assessment

        Assessment of MIS practices and recommendations for improvement. Implementation Plan for a jump starting MIS activities. Transferring MIS applications such as databases with building permits, vital statistics, local council decisions, budget and finance software developed by ICMA and training in using them.

D. Baia Mare City: Summary of USAID-Funded Activities

1.   Program Budget Training Workshop conducted.

2.   Participation by key officials and employees in the following regional workshops:

        b) Budget and Finance
        c) Revenue Maximization
        d) Procurement
        e) Personnel
        f) Council Training
        g) MIS

3.   Assistance in creation and implementation of a Citizen Information Center with assistance in design, staffing, publicity and ongoing evaluation of activities.

4.   Assistance to the city, county staff, and council representatives in training and formation of an advisory board for the new Citizen Information Center.

5.   Assistance in conducting the survey related to local government unit-citizen relationships.

6. Technical training provided to a large number of city staff employees related to the economic development process in regard to the historic downtown square.

7. Assistance in formation of a steering committee named Rivulus Dominarium Committee.

8. Delivery and discussion with organized committees the Economic Development Self Study Guide, "Strategic Planning and Private/Public partnerships."

9. Training of Trainers program for two city staff employees.

10. U.S. study tour for mayor and key staff members.

11. Slovakia Third Country Study Tour for the economic director related to professional associations.

12. Cooperation with department directors in conducting need assessments.

13. Donation of one computer.

14. Assessment of MIS practices and recommendations for improvement. Plan for jump-starting MIS activities. Transferring MIS applications such as databases with building permits, vital statistics, local council decisions, budget and finance software developed by ICMA and training in application.

15. Delivered materials prepared by Chemonics/USAID consultants to the mayor.

16. Close work with the mayor who is vice president of the Federation of the Municipalities on the development of professional associations.

E. Ialomita County and Slobozia City: Summary of USAID-Funded Activities

1. Public Administration Evaluation.

2. Ialomita Projects – Needs Assessment.

3. Memorandum of Cooperation.

4. Evaluation and Recommendations for Organizational Improvements.

5. Employee Performance Management Work Plan.

6. Program Budget Training Workshop attended by 27 attendees resulting in the publications of a Program Budget for 1997.

7. Assistance in preparing for public hearing on the budget.

8. Participation by key officials and employees in the following regional workshops:

    h) Budget and Finance
    i) Revenue Maximization
    j) Procurement

k) Personnel
l) Council Training
m) MIS

9. Creation and implementation of a Citizen Information Center with assistance in design, staffing, publicity and ongoing evaluation of activities.

10. Formation of county's first citizen advisory board, a Fine Arts Council, which assisted the Youth Theater Festival.

11. Formation of an advisory board for the new Citizen Information Center.

12. Training provided to a large number of city and county staff employees and elected officials related to establishing goals for such citizens' boards and Citizen Information Centers.

13. Creation of the WEB-TEAM, a club of teen-age volunteers developing a Web site.

14. Assistance in preparing a videotape with Citizen Information Center.

15. Assistance in the area of press/media relations.

16. Development of the CIC Manual in cooperation with two employees.

17. Economic and Institutional Assessment. Creation of a coordinated economic development program.

18. Small Business Center Model developed. Serves as guide to other cities.

19. County Marketing Workshops conducted.

20. Cooperation in creation of Agricultural Marketing and Magazine Production.

21. Economic Development Self Study Guide, "Strategic Planning and Private/Public Partnerships" created based on committee discussions.

22. Training of Trainers program for six county and city staff employees, who have served as trainers in various workshops.

23. U.S. study tours for mayor and key staff.

24. Three computers donated to the County Citizen Information Center, the WEB TEAM, and the city hall.

25. Assessment of MIS practices and recommendations for improvement. Plan for jump-starting MIS activities. Transferring MIS applications such as databases with building permits, vital statistics, local council decisions, budget and finance software developed by ICMA and training in application.

ANNEX D

Consultants, Self-Study Guides, and Manuals

A N N E X E

Summary of Training Report

ANNEX E

Summary of Training Report

**Tirgu Mures Municipality and Mures County Training Report:
Summary of Activities through October 1998**

The following training report for Tirgu Mures is illustrative of the training activities and technical assistance provided to Romanian towns during this contract period.

Economic Development

A number of contacts were made by Stefan Klosowski, with two follow-up meetings with Bob Overstreet after Mr. Klowsowksi's departure. Mr. Klowsowski worked primarily with Orban Dezideriu, vice mayor of Tirgu Mures. Dan Fisus was also heavily involved in Mr. Klosowski's work.

Mr. Klosowski conducted several workshops in Tirgu Mures in support of citadel preservation. A survey of interest areas regarding economic development was conducted and there was total agreement that the community/elected body were interested in promoting the citadel. There were two subcommittees: cultural and economic. During these meetings Mr. Klosowski developed a slide presentation of other city's historic preservation efforts that impressed the group. The workshops attracted over 30 persons per workshop and included private enterprises such as the National Association for Rural, Ecological and Cultural Tourism.

Mr. Dezideriu and Mr. Fisus both participated in the final workshop that Mr. Klosowski conducted in Sibiu. During the workshop, the workbook was distributed and participants were taken through the steps of how to sustain the committees that had been established and move forward with their goals.

Study Tour Participation

Over the past three years, three study tour participants came from the city of Tirgu Mures. These included Eugen Crisan, Mayor Fodor, and Valentina Lucian. Eugen Crisan was an active contributor in the establishment of AMRONET, the American-Romanian Network of Study Tour Participants. Valentina Lucian is now an officer of AMRONET.

Customer Service/Citizen Information/Citizen Participation

Three separate workshops were conducted in Tirgu Mures in support of customer service and media relations. The first workshop, which included the mayor, was for general employees. It preceeded the efforts towards establishing the Citizen Information Center (CIC). This Customer Service Workshop included participants from the county as well.

A substantial amount of technical assistance was provided in support of the city's CIC. The chief of party made several trips to Tirgu Mures, meeting with council members, the two vice mayors, department heads, and eventually, proposed staff for the center. A training workshop was held for the CIC, again with participants from the county.

The city's CIC has had a great deal of international attention, due to its location, its bilingual staff and partly due to the savvy of Valentina Lucian in promoting the city and the CIC. Visitors have included the Helsinki Convention, the Romanian Military Academy leaders, various Hungarian officials, and their sister city officials from Republic of Moldova.

They have also had interns from several cities spend periods of a week or more in their CIC. These training experiences have been great models for the other CICs and the experience has already been copied.

Mayor Fodor has refused to have an advisory committee but is available to citizens at the CIC on frequent occasions and listens to their comments and suggestions. They have also established a regular television program regarding city programs, problems and plans based on early discussions about outreach to citizens.

The county followed the city by nearly a year in the creation of its CIC. They used the CIC Manual extensively and Constantin Moga, who has attended many of our training meetings, was the lead on the project. Their staff attended workshops conducted in Bistrita and Susan Michael conducted a separate visit to the county for a workshop on citizen participation and the establishment of a citizen's advisory committee for the CIC. Valentina Lucian is the co-president of the newly formed NA-CIC, the National Association of CICs.

MIS Support and Computers

The city of Tirgu Mures received three computers and two printers. Two early computers delivered by Mircea Enache are in the MIS Department run by Aurora Fisus and one was placed in the CIC.

MIS assistance was provided by Mircea Enache over several visits to install software, develop programs in support of some reorganization of the city hall and provide trouble-shooting assistance for Ms. Fisus.

Marius Ienculescu made four trips to Tirgu Mures. He installed the Budget Compilation Software and trained three persons in the Budget Department in its use.

Constantin Moga assisted as a local trainer in the software development for CICs throughout the country. The software that Mr. Moga developed for Mures has been offered, free of charge, to other counties implementing CICs. To date, it has been adapted for use by Dolj and Braila.

Chemonics International and Mures County Council have signed an agreement stipulating that Mures County will make available to other Romanian LGUs, upon their request, two software packages developed in-house by Mures County: (1) a document tracking system and (2) a program budgeting compilation software (based on the Chemonics model but developed on a different platform). In exchange for that software, Mures County has received a computer and a laser printer under the USAID-funded Chemonics program.

Development of Trainers

Valentina Lucian, Constantin Moga, Imola Gal, and Ioan Chirpelean attended our training-of-trainers workshop for budget trainers and the follow-up training meetings. Both Mr. Lucian and Ms. Gal have become outstanding trainers in the areas of budget, revenue generation and media relations. Mr. Chirpelean has also proved his value as a revenue generation trainer. Mr. Orban has also trained on one occasion. Dan Fisus assisted Stefan Klosowski during the Sibiu meeting.

We are convinced that experienced trainers not only play an important role in the wholesaling of our activities, but provide their own LGU with a unique capability to extend their knowledge throughout the organization by providing in-house training events. We encourage this activity and provide adequate materials for use in each LGU where we have trainers. This benefit is explained to the mayors/presidents

when requesting that leave be given to trainers so that they might assist in our workshops.

Budget Assistance and Roll-Out

On July 21-22, 1997 Chemonics Public Management/Budget Consultant Jim Gordon conducted a one-day workshop on program budgeting for 23 participants from the municipality and the county council (directors and department heads). Following the workshop the consultant met with economic directors from both LGUs, as well as with other key budget officials, to discuss an implementation plan

During the latter part of 1997 and early 1998, the budget consultant and MIS consultants made several follow-up visits for the purpose of reviewing the implementation status of program budgeting for 1998 and installing/demonstrating budget compilation software developed by Chemonics MIS specialists. As a result of this activity, both Tirgu Mures Municipality and Mures County prepared program budgets for 1998, which were discussed in council meetings and became accepted as a regular practice.

In the latter part of 1997 and the early months of 1998, key elected and appointed officials from both LGUs participated in the three series of budget-finance regional workshops held in Sibiu.

As a result of Chemonics training-of-trainers program in which the respective economic directors from both LGUs and the MIS head from Mures County participated, each have become knowledgeable in the field of program budgeting. Subsequent to receiving such training, they served as trainers in various Chemonics training programs for other LGUs in the region, sharing their expertise to help other LGUs develop program budgets and disseminating the concepts of program budgeting in their county. The finance director from Tirgu Mures Municipality assisted colleagues from Sovata City in developing a program budget for 1998.

In October 1998, on the initiative of Imola Gal, finance director for the Municipality, Chemonics assisted the municipality with training materials and logistics to organize a workshop for implementation teams from a cluster of eight LGUs. The workshop goal was to demonstrate concepts of program budgeting and give instructions to the implementation teams. The local trainers for that workshop were the economic directors from the Municipality of Tirgu Mures and Mures County and the MIS head from Mures County.

In September 1998, Chemonics MIS assistant installed in Tirgu Mures the latest version of the budget compilation software and the budget control reporting software. During a subsequent visit in October, the MIS assistant guided the budget specialist in solving problems that had appeared during use of the application.